

The Foundation of AHEC: Focusing your AHEC work - Root Cause Analysis

HRSA Technical Assistance Webinar 102

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A-TrACC

Sponsorship

- U.S. Department of Health and Human Services (HHS)
- Health Resources and Services Administration (HRSA)
- Bureau of Health Professions (BHP)
- Division of Diversity and Interdisciplinary Education (DDIE)
- Area Health Education Center (AHEC) Branch
- Training and Consultation Center (A-TrACC)

Take away

- Conceptualize the factors that have contributed to the fundamental health workforce problems that AHECs address
- Understand how NAO's root cause analysis was performed and its value
- Use the root cause analysis map to assess their program
 - Identify opportunities to expand their program activities
 - Consider the value of activities that do not focus on the core AHEC functions
- Link the structure of the root cause analysis to the logic models that can guide program management process and measure programmatic outcomes

How did we get into this mess?

HEALTH WORKFORCE PROBLEMS

What problems do we have?

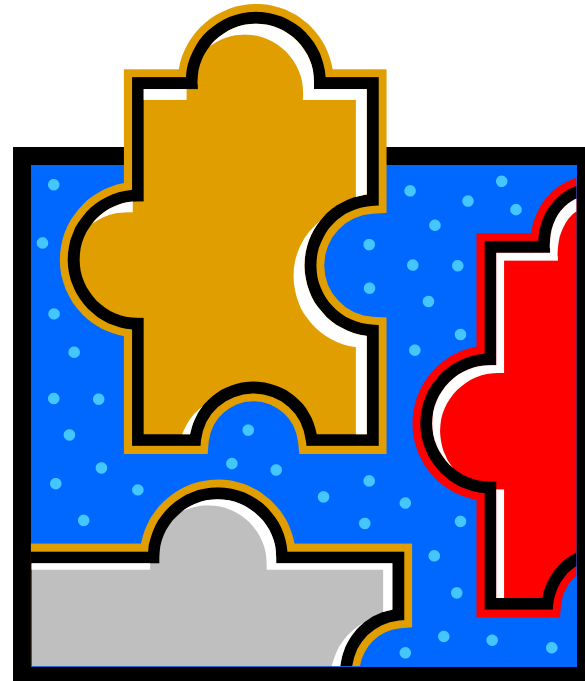
- Shortage of health care professionals
- Mal-distribution of health care professionals
- Insufficient diversity of health care professionals
- Difficulty in recruiting and retaining providers where they are needed
- Generally, the population does not appropriately use the existing health care resources
- The quality of health care may not be optimal
- Many other problems...

Why do we have these problems?

- Many reasons
- It is complex
- The contributing factors are dynamic, often affected by policies at local, state and national level
- Partly unexplained
- Lack of consensus on how to address the problems
- Many “players” involved in health care

How to better understand the factors

We have to know what
these are to enable
us to address them!



Looking for Answers...

- Literature and reports from professional organizations
- Stakeholders
 - Employers
 - Educators
 - Advocacy groups and related non-profit organizations
 - Health care professionals/providers
 - Business leaders
 - Community leaders
 - Other...
- Develop a structure to illustrate how the factors relate to each other as well as to the problem – Root cause analysis

Pause

- Questions???



Understanding the causal linkages

ROOT CAUSE ANALYSIS

What is the purpose?

- Identify the factors WE need to address among the constellation of factors that affect the health workforce problems



Valuable side-effects...

- Focus the effort to get the most benefit from your program
- Get buy-in from staff and stakeholders
- Provides a justification for AHEC programs
- Identifies the GOALS for your program
 - a management tool

It is already done for AHECs!!!

- CORE project involving dozens of individuals representing Programs and Centers across the U.S. working over a two-year period



Primary problem statement

- The first step is developing the problem statement AHECs want to address
- The health care professional supply, distribution, diversity and quality is inadequate to meet the need in America

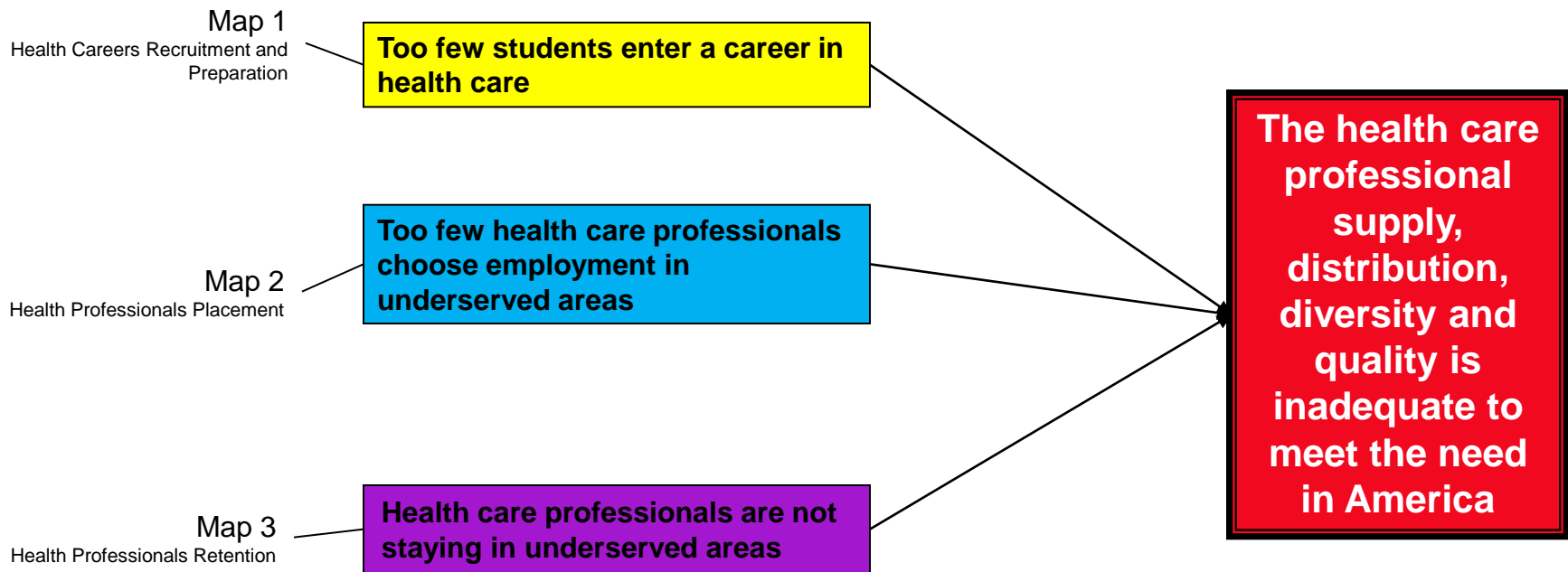
Three contributing problems

- Too few students enter a career in health care
- Too few health care professionals choose employment in underserved areas
- Health care professionals are not staying in underserved areas

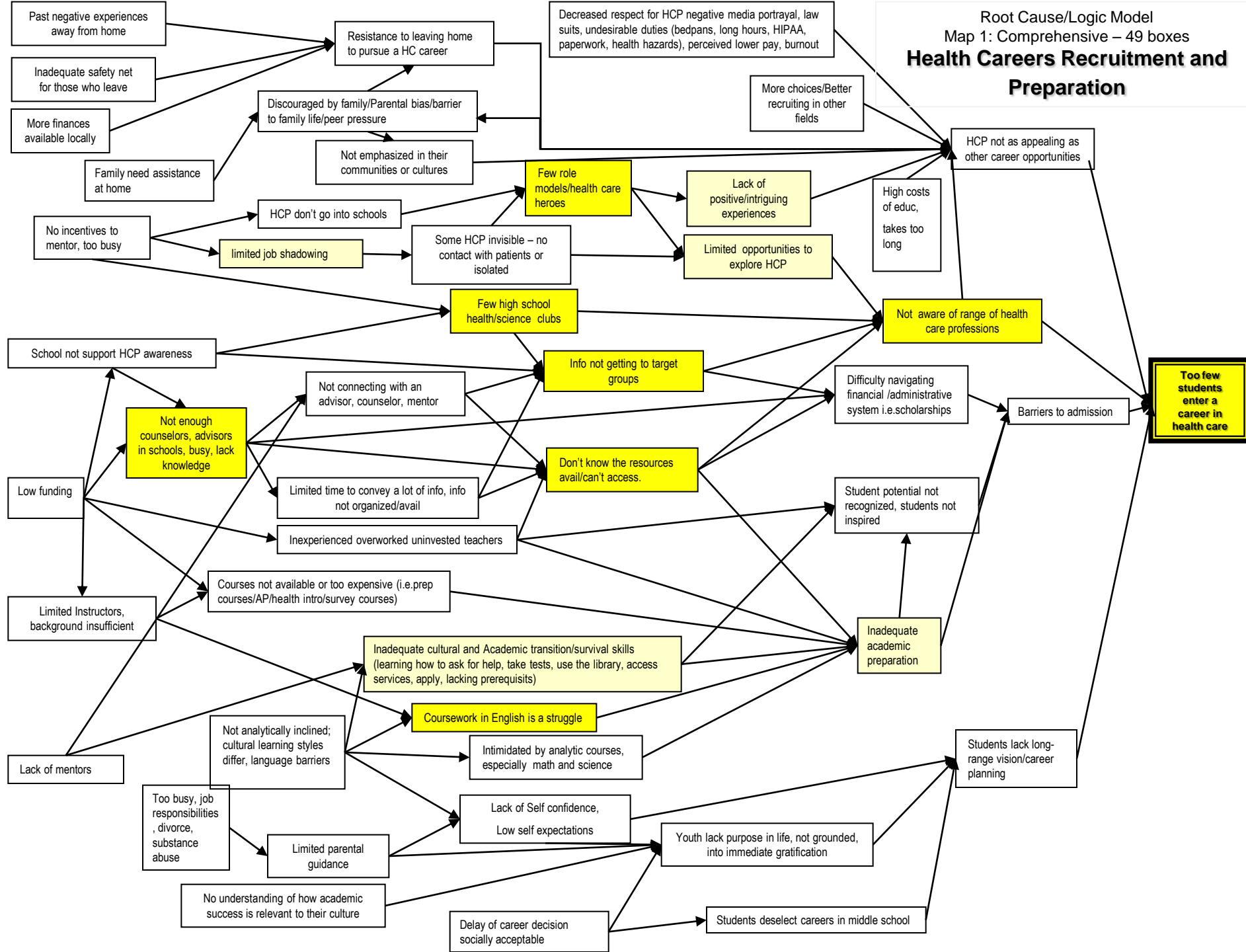
Show 7 maps here

Root Cause/Logic Model Map: Barriers to Health Workforce Development

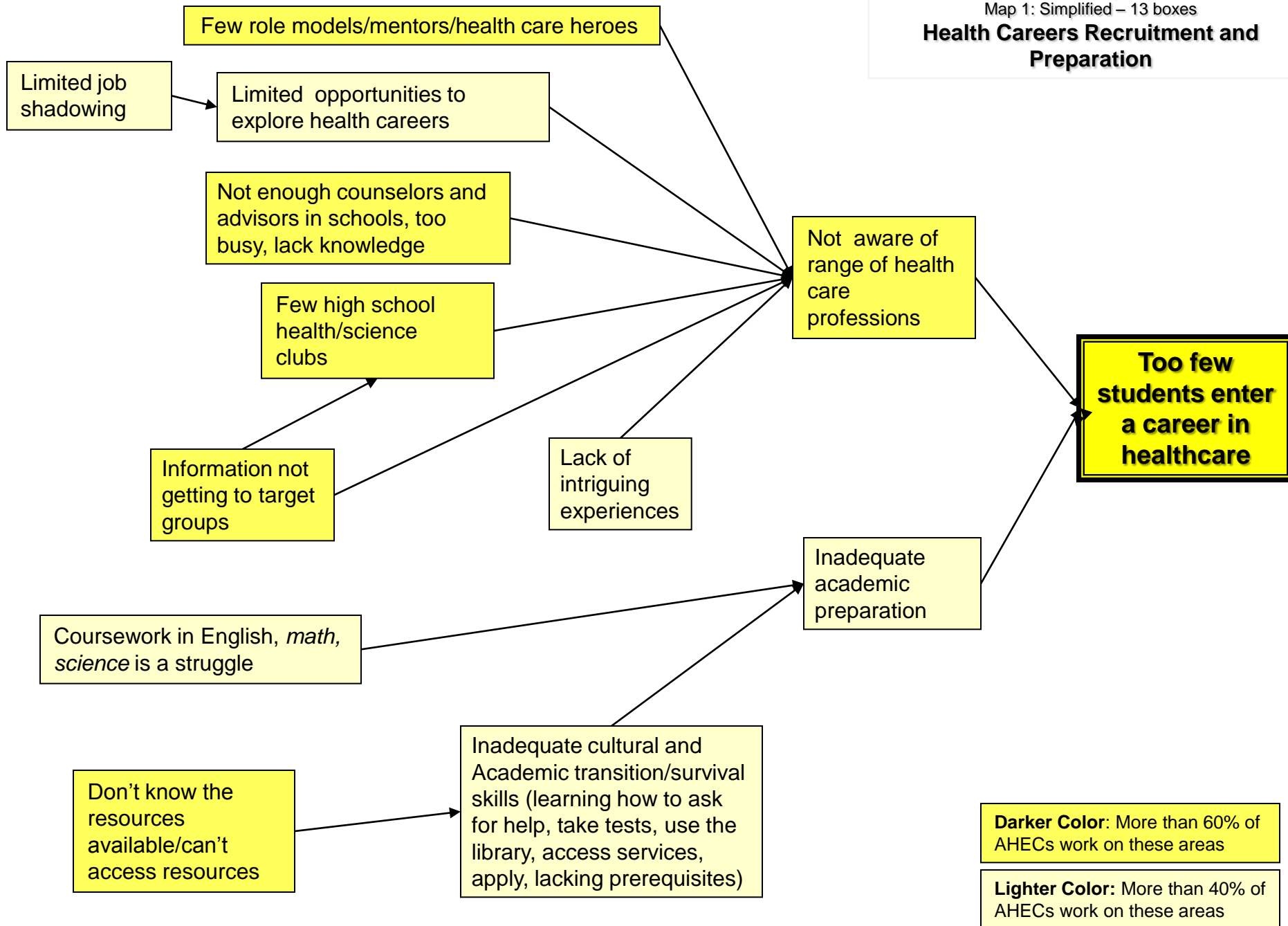
NAO-CORE 2006

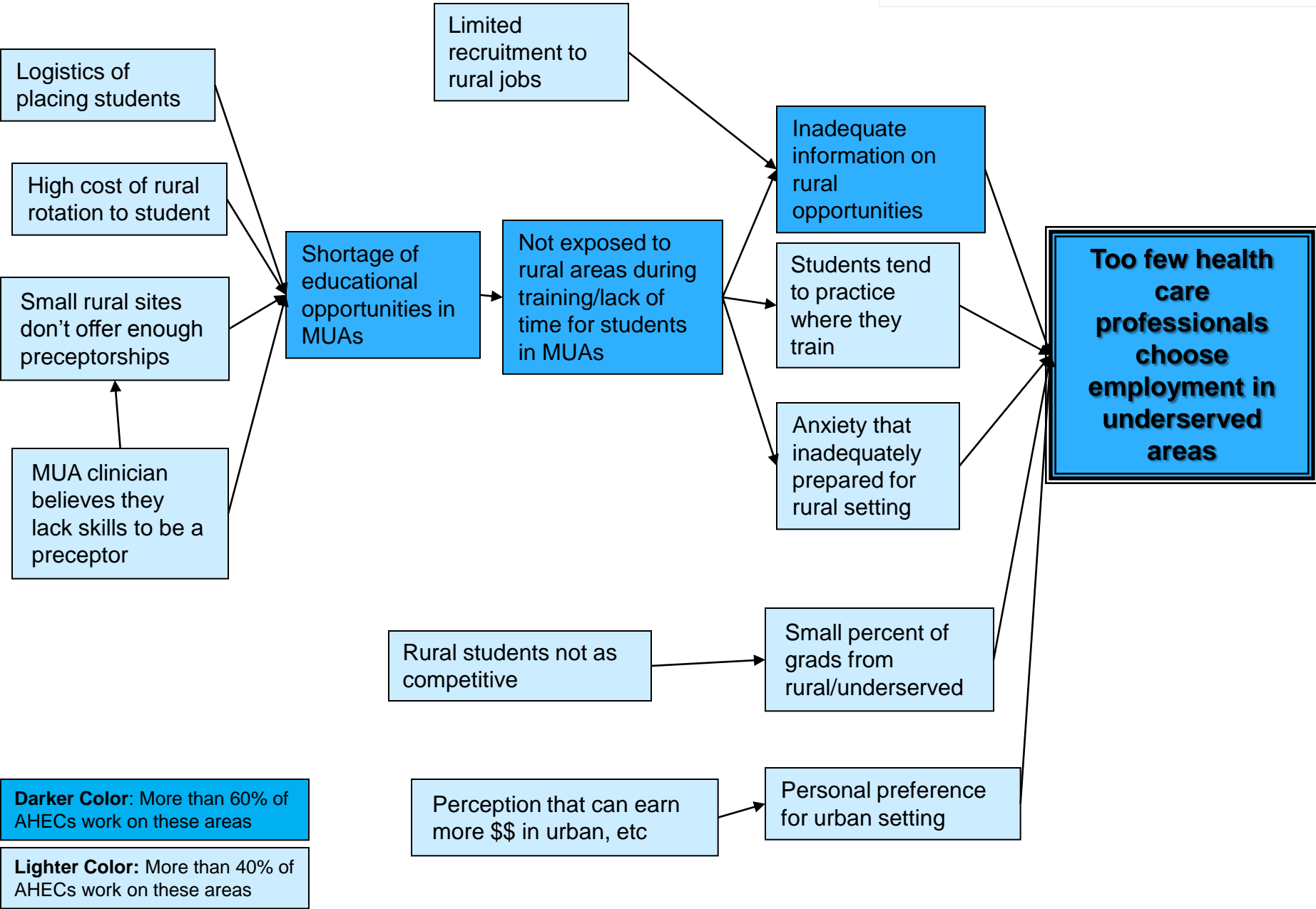


Root Cause/Logic Model
Map 1: Comprehensive – 49 boxes
Health Careers Recruitment and Preparation

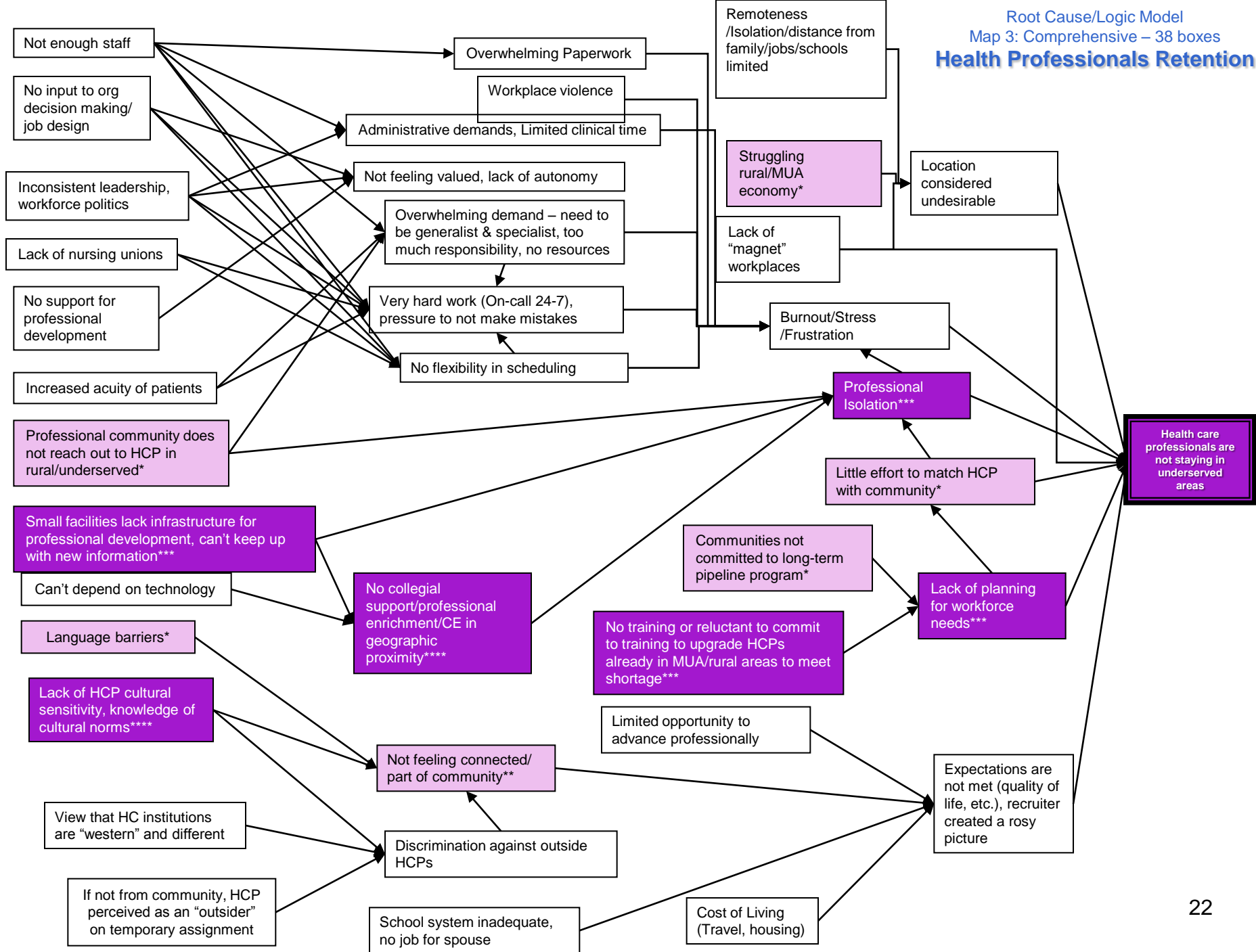


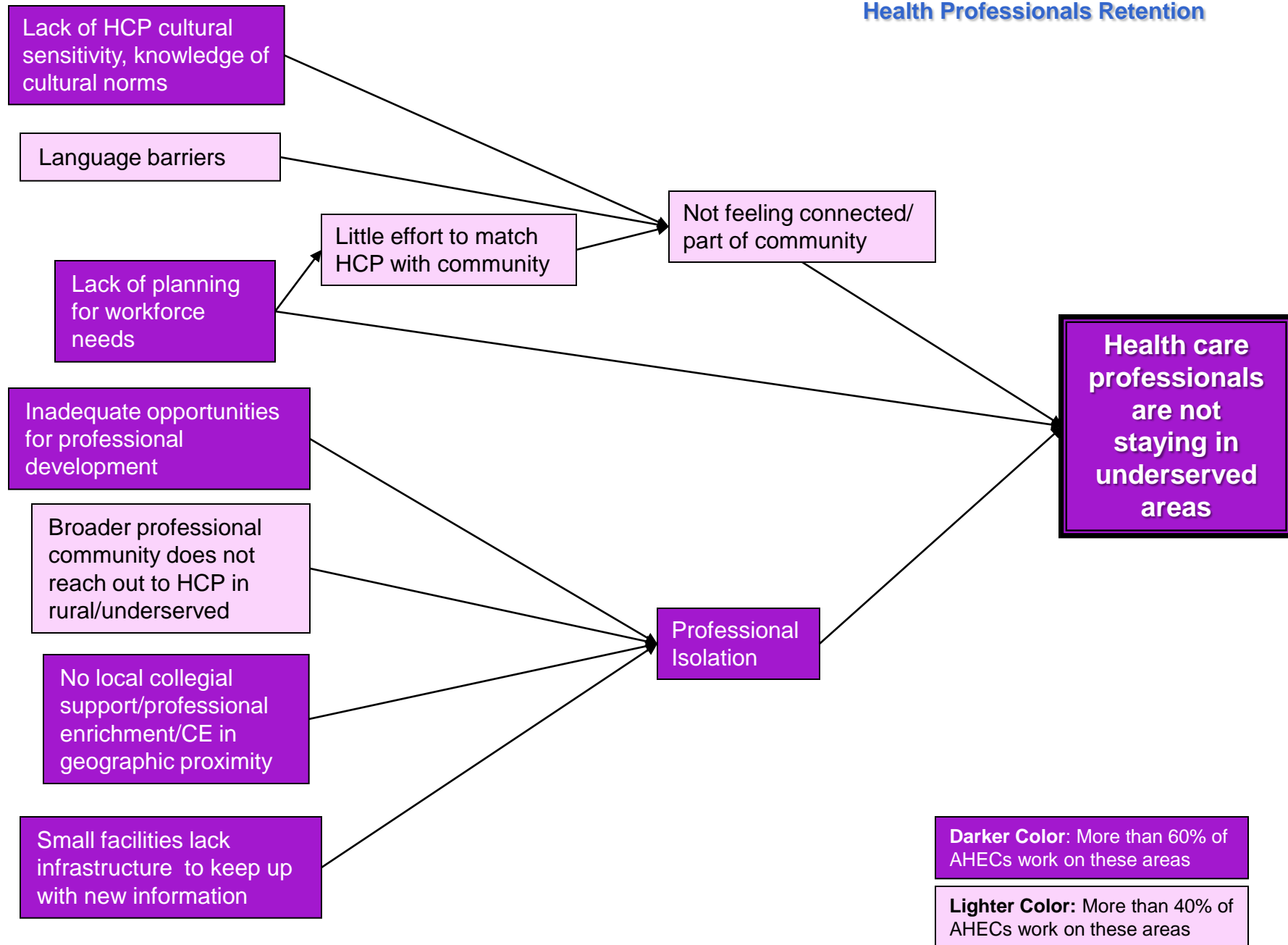
Health Careers Recruitment and Preparation





Root Cause/Logic Model
 Map 3: Comprehensive – 38 boxes
Health Professionals Retention





How was the root cause analysis conducted?

- State the problem
- Identify the antecedents
- Prioritize the factors by scoring the antecedents against:
 - Mission
 - Probable effectiveness
 - Comparative advantage
 - Resources
 - “Quick” outcomes
 - Linkage with current programs
- Those with the highest outcomes become the Goals/Programs

Pause

- Questions???



How can I use root cause analysis?

ASSESSING YOUR ACTIVITIES

Do your activities address the antecedents?

- Are there some boxes where you do not currently have activities that might represent some opportunities for you to expand?
- Are you currently conducting AHEC activities that do not fit in one of the boxes? If so, how do they contribute to the AHEC mission?

Homework Exercise

- Circle each box where you have activities to address the antecedent



Pause

- Questions???



Can I use the root cause analysis for a different problem?

DEMONSTRATION OF A ROOT CAUSE ANALYSIS

Examples of Problems...

- Trainees/professionals don't know how to address low health literacy – or improve healthy behaviors
- Inter-professional training is critical for the health care home model, but is lacking in the formal training programs currently
- AHECs don't consistently coordinate with Department of Labor/ Workforce Development Programs training/retraining initiatives (“one-stop shops” workforce investment system)

White board exercise

- State the problem
- Identify the antecedents
- Prioritize the factors by scoring the antecedents against:
 - Mission
 - Probable effectiveness
 - Comparative advantage
 - Resources
 - “Quick” outcomes
 - Linkage with current programs

Continued...

- Scoring options:
 - 5 Excellent
 - 4 Very good
 - 3 Good
 - 2 Fair
 - 1 Poor
- Those with the highest outcomes become the Goals/Programs



Pause

- Questions???

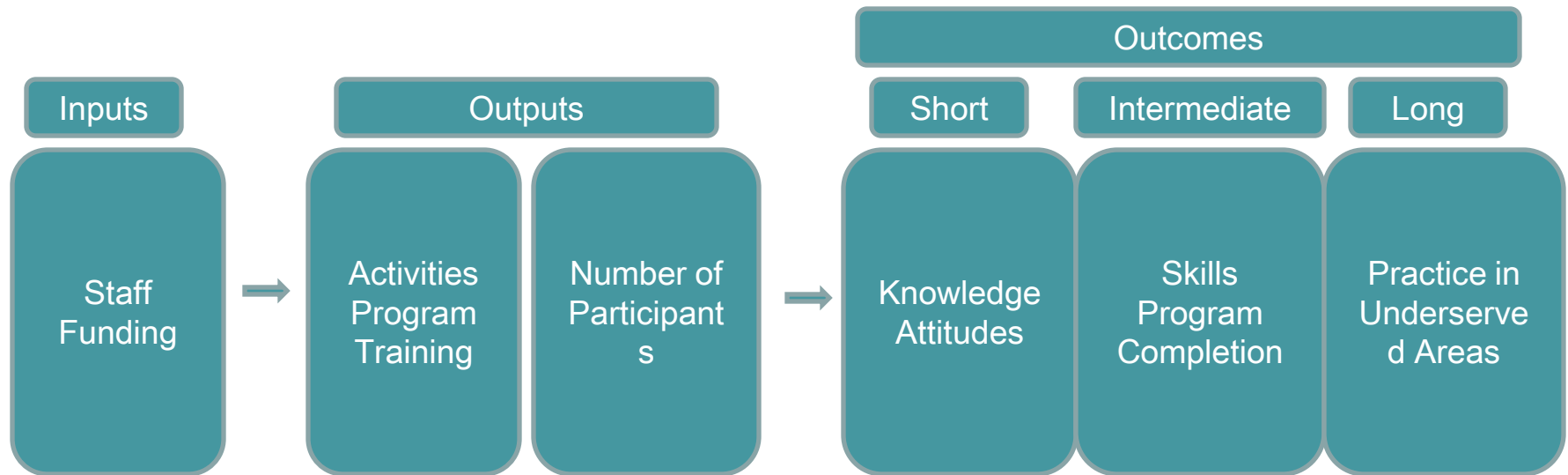


Making the Connection

Link to “logic models,” program management process, and programmatic outcomes

***IDENTIFYING OPPORTUNITIES
FOR AHEC PROGRAMMING***

General Logic Model



Program Management Process

- Narrowing focus to those that most relate to addressing the “Problem”
- Identifying antecedents with strongest relationship with the “Problem” where interventions will have the greatest impact
- Enabling an assessment of the impact of the activities on downstream intermediate outcomes

Programmatic Outcomes

- Monitoring progress toward targets
- Assessing short-term outcome targets
- Assessing intermediate-term outcome targets
- Assessing long-term outcome targets

Pause

- Questions???



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